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ABSTRACT

Before school districts and administrators' associations begin negotiations, seven proposals that provide the basis upon which adversaries can discuss the proposal's merits must be considered. (1) Establish language that would permit an administrator to teach one period a day (month or week). This proposal allows substitution in the event of teacher absence and could lead to the reduction of staff through attrition. (2) Devise language providing that the school district may allow for a total of 80 school hours per year beyond the school day for school district pursuits. (3) Establish an administrator merit system that is self-policing. (4) Provide for the substitution of lead teachers for department chairman. (5) Provide an attendance incentive for teachers that would reduce the average teacher absence. (6) Provide menu board benefits from which employees may choose fringe benefits within a cost limit. (7) Provide a health plan allowing employees to take a fixed sum of money rather than the medical coverage when it is of no value to them. Appended is the Administrators' Performance Incentive Evaluation Plan and the method for assigning funds in a total incentive pool. (MLF)

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# CREATIVE PROPOSALS TO MANAGEMENT IN NEGOTIATIONS

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ASBO 85

EA 015 243

NATIONAL BUSINESS OFFICIAL'S CONVENTION

LAS VEGAS, NEVADA

Monday, September 30, 1985

SESSION ON CREATIVE PROPOSALS FOR MANAGEMENT IN NEGOTIATIONS

The purpose of this session is to advise those participating with regard to a number of proposals that are novel in that they either create a potential for savings or they will have an effect on the quality of education.

Heretofore, most management proposals were straightforward in that they were either geared to (a) remove something that already existed in the benefit package which would be a direct dollar savings or (b) would propose language that would prevent the union from participating in program development or having a say in running the schools as a matter of contractual right.

The purpose of the following seven proposals is to be creative in that they will be interesting to those who sit on the other side of the table, be the basis upon which adversaries can recognize a quality proposal and be willing to trade for them, or actually provide the basis upon which the adversary can agree as to the proposal's merits.

The proposals are as follows:

(1) Establish language which would permit administrator to teach one period a day (month or week). The pur-

pose of this proposal is two-fold: (A) It makes certain that the administrator is never so far removed from the classroom that he or she does not lose the ability to teach and provides the ability to substitute in the event of absence. (B) It could lead to the reduction of staff through attrition.

In order to establish a sense of propriety it might be necessary to advise the union that under this program not one single job will be abolished.

(2) Devise language which provides that the school district may allow for a total of 80 school hours per year beyond the school day for school district pursuits such as faculty meetings, departmental meetings, parents meetings, chaperoning open school nights, seminars, etc. While some of this time may be scheduled in advance it must be made clear that some of this time might be on short notice where emergency meetings occur (i.e. parent meetings). Thus the school district will have a block of time to use as it sees fit during the school year.

(3) Administrator's Merit System - self policing. See Exhibit A attached hereto.

(4) Language which would provide the substitution of lead teachers for department chairman, -- the object would be to get the same work done with more teaching time from the lead teacher and less of a stipend. This can be more easily established where the department chairman is in the teacher unit as opposed to the administrator's unit.

(5) Attendance incentive -- This proposal operates on the theory that by providing an incentive to come to school, the average teacher-absence will be reduced considerably thus reducing the cost of substitutes and providing a better educational environment for the student. Example: If $1,000.00 was added to every teacher salary and $150.00 was removed from that $1,000.00 each time a teacher was absent for any reason whatsoever, --would this have the desired effect of curtailing whimsical abseteeism?

(6) Menu board benefits -- this proposal operates on the theory that many married couples duplicate each other's fringe benefits. Thus, husband and wife may have identical health plans or eyeglass plans. This proposal suggests that the totality of cost be allocated for each employee and, from a menu board incorporating various fringe benefits, the employee may choose as many as he or she wishes until he or she utilizes the money allocated to them. This effectively caps fringe benefits.

(7) The Health Plan -- An employee may elect to take a fixed sum of money in lieu of the health plan where the plan is of no value to them. This is an alternative plan to the menu board plan in that the sum of money given the employee on the yearly basis is substantially less than the amount allocated for the health plan.

The above constitute just seven proposals, any one of which can be discussed at great length. The negotiation process is not simply one of waiting for the union to submit its proposals and then in a hard-nosed adversarial manner deal with those proposals, but, rather, to provide the union with a list of proposals that would be of value to the school district so as to create interest. To accomplish this, much thought should be given the subject during the entire year preceding negotiations.

EXHIBIT "A"

JULY 1, 1983

# ADMINISTRATORS' PERFORMANCE INCENTIVE PLAN
# EVALUATION PLAN

## I. EVALUATION TEAM

THE EVALUATION TEAM WILL CONSIST OF THE PERSON TO BE EVALUATED AND TWO OTHER PERSONS AS FOLLOWS:

A. ALL PRINCIPALS AND CURRICULUM COORDINATORS

1. SUPERINTENDENT
2. ASSISTANT SUPERINTENDENT

B. ASSISTANT PRINCIPALS AND ADMINISTRATIVE ASSISTANTS

1. PRINCIPAL
2. SUPERINTENDENT

C. COORDINATORS

1. HIGH SCHOOL PRINCIPAL
2. SUPERINTENDENT

D. DEPARTMENT HEADS

1. PRINCIPAL
2. ASSISTANT PRINCIPAL

TEAM MEMBERS TO BE CHOSEN BY SEPTEMBER 15 OF EACH YEAR.

## Evaluation

Administrators will be evaluated in two (2) general as-Personal Goals and Job Performance:

A. Personal Goals

1. There should be no more than three (3) goals for the year as developed mutually by members of the evaluation team.

2. A plan of how the goals are to be achieved will be determined in a conference of the evaluation team. However, the final method selected rests with the person being evaluated.

3. The criteria for evaluation will be established in conference by the team and these criteria must be unanimously agreed upon.

. of the above are to be completed in writing and signed.
: evaluation team must be alerted to the fact that at any given time, the request of the person being evaluated, a request for change in of the above may be made. Unanimous agreement is necessary for a nge to take place.

B. Job Performance

1. The evaluation team will review cooperatively the job description of the person being evaluated.

2. Revisions in the job description for this particular year will be made when agreed upon by members of the team.

3. SPECIFIC AREAS OF THE JOB DESCRIPTION WILL BE SINGLED OUT FOR EMPHASIS ON A PRIORITY BASIS.

4. THE CRITERIA FOR EVALUATION OF THE VARIOUS AREAS OF RESPONSIBILITY WILL BE ESTABLISHED BY THE TEAM AND THESE CRITERIA MUST BE UNANIMOUSLY AGREED UPON.

ALL OF THE ABOVE ARE TO BE COMPLETED IN WRITING AND SIGNED.

II. TIME LINE

A. SEPTEMBER 15 - TEAM MEMBERS ARE TO BE CHOSEN BY SEPTEMBER 15 OF EACH YEAR AND COMMITTEE HEAD CHOSEN.

B. OCTOBER 1 - (MANDATORY) COMMITTEE MEETS NO LATER THAN OCTOBER 1 TO ESTABLISH GOALS, REVIEW JOB DESCRIPTIONS AND PLACE EVALUATION PLAN IN WRITING.

C. JANUARY 15 - (MANDATORY) COMMITTEE TO MEET NO LATER THAN JANUARY 15 TO REVIEW, DISCUSS, ETC. CHANGES IN GOALS AND PROCEDURES CAN BE AGREED UPON AT THIS TIME AND NO LATER THAN THIS MEETING. OBSERVATIONS OF PERFORMANCE AND RECOMMENDATIONS SHOULD BE STATED AT THIS MEETING. THE CONTENTS OF THE MEETING SHOULD BE PLACED IN WRITING AND SIGNED.

D. APRIL 15 - OPTIONAL MEETING (CALLED BY ANY MEMBER OF THE COMMITTEE FOR ANY REASON).

E. JUNE 1 - MANDATORY MEETING FOR FINAL EVALUATION.

F. June 10 - Final written evaluations ro be forwarded to the Assistant Superintendent no later than June 10. Person being evaluated can appeal the evaluation in writing, no later than the same date of June 10.

G. June 20 - Those administrators who have appealed should be notified of the disposition of such appeal no later than June 20.

H. July 1 - Administrators should be notified of their salaries for the coming year if a financial settlement has been reached by the District and the Association.

Mandatory meetings to be called by head of committee as chosen by the committee.

IV. Method for Rating

On or about June 1, the evaluation team will meet to finalize the evaluation for the year. The following procedures will be used:

A. The team will review and discuss the performance throughout the year.

B. Comments by each evaluator explaining the strengths and weaknesses in performance shall be expressed in writing on the form provided.

C. On a scale of 1-4 each member of the team will assign a single rating governing personal goals and job performance based on the following criteria:

Group I - Superior - Exceptional administrator who consistently performs in an outstanding manner in fulfilling his/her job responsibilities and obligations.

Group II- Excellent - Fulfills all his/her responsibilities in a professional and proficient manner in all respects of job performance and goal attainment and implementation.

Group III- Average - Fulfills job performance and goal attainment in a satisfactory manner.

Group IV - Unsatisfactory in some areas of job performance and/or has not fulfilled or is unable to implement his/her goals.

D. Rating Points will be determined in the following manner:

A Group I Rating = 4 Rating Points
A Group II Rating = 3 Rating Points
A Group III Rating = 2 Rating Points
A Group IV Rating = 1 Rating Point

The sum of the evaluators' rating points will be added to termine the final group placements as shown below:

Group I Total Rating = 11-12 Points
Group II Total Rating = 9-10 Points
Group III Total Rating = 6-7-8 Points
Group IV Total Rating = 5 and below Points

E. THE EVALUATION FORMS CONSISTING OF COMMENTS, SUB-TOTAL SCORES AND TOTAL SCORES ARE TO BE FORWARDED TO THE OFFICE OF THE ASSISTANT SUPERINTENDENT NO LATER THAN JUNE 10.

F. ADMINISTRATORS CAN APPEAL THEIR FINAL EVALUATION, IN WRITING, NO LATER THAN JUNE 10. THE APPEAL SHOULD BE FORWARDED TO THE ASSISTANT SUPERINTENDENT WHO WILL SUBMIT THE APPEAL TO THE SUPERINTENDENT OF SCHOOLS AND THE PRESIDENT OF THE ASSOCIATION.1 THE DECISION OF THE SUPERINTENDENT AND THE PRESIDENT WILL BE FINAL AND BINDING UNLESS THEY CANNOT AGREE.

G. IN THE EVENT THE SUPERINTENDENT OF SCHOOLS AND THE PRESIDENT OF THE ASSOCIATION 2 CANNOT AGREE ON A DECISION, A THIRD PARTY (THOMAS CAREY OR PHIL PETREZELLO) WOULD BE BROUGHT IN TO MAKE THE DETERMINATION. SUCH DETERMINATION WILL BE MADE ON THE BASIS OF LAST BEST OFFER. SUCH DETERMINATION WILL BE FINAL AND BINDING.

H. ADMINISTRATORS WHO HAVE APPEALED THEIR EVALUATIONS WILL BE NOTIFIED OF THE DISPOSITION OF SUCH APPEALS BY JUNE 20 OR AS SOON THEREAFTER AS THE THIRD PARTY MAKES HIS DETERMINATION.

- IN THE EVENT THE PRESIDENT OF THE ASSOCIATION IS APPEALING ON HIS OWN BEHALF OR WAS A MEMBER OF THE ORIGINAL EVALUATION TEAM, THE VICE PRESIDENT WOULD SIT IN ON THE APPEAL IN PLACE OF THE PRESIDENT.
- THE COST OF THE THIRD PARTY WILL BE DIVIDED BETWEEN THE ASSOCIATION AND THE DISTRICT.

/. METHOD FOR ASSIGNING MONIES

IF A FINANCIAL SETTLEMENT HAS BEEN REACHED BETWEEN THE GLEN COVE EDUCATIONAL ADMINISTRATORS ASSOCIATION AND THE DISTRICT, THE SUPERINTENDENT OF SCHOOLS, THE ASSISTANT SUPERINTENDENT AND TWO ADMINISTRATORS FROM THE GLEN COVE EDUCATIONAL ADMINISTRATORS ASSOCIATION WILL MEET SOMETIME BETWEEN JUNE 20 AND JULY 1 TO JOINTLY VERIFY THE TOTALS AND ASSIGN THE MONEY AS DESCRIBED BELOW.

A. ALL FINAL GROUP I PLACEMENTS X 4 = MWF*
" " " II " X 3 "
" " " III " X 2 "
" " " IV " X 1 "

MONEY WEIGHTING FACTOR

TOTAL MONEY WEIGHTING FACTOR IS DIVIDED INTO TOTAL INCENTIVE POOL TO YIELD UNIT INCENTIVE INCREASE. TO ARRIVE AT EACH GROUP'S INCREASE MULTIPLY THE PER UNIT INCREASE BY THE GROUP RATING FACTOR. THE FOLLOWING IS AN ILLUSTRATION OF A TYPICAL DIVISION.

| GROUP | # IN GROUP | * MWF | ** GMWF |
|---|---|---|---|
| | 6 | 4 | 24 |
| I | 15 | 3 | 45 |
| II | 2 | 2 | 4 |
| V | 1 | 1 | 1 |
| | TOTAL | | |
| | 24 PEOPLE | | 74 |

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EXAMPLE

| TOTAL INCENTIVE POOL | ¶ | TOTAL GMWF | = | UII |
|---|---|---|---|---|
| $50,000 | ¶ | 74 | = | $675.68 |

| UII | x | MWF | = | INDIVIDUAL INCENTIVE SHARE | |
|---|---|---|---|---|---|
| 675.68 | x | 4 | = | 2701.72 | GROUP I |
| " | x | 3 | = | 2027.04 | GROUP II |
| " | x | 2 | = | 1351.36 | GROUP III |
| " | x | 1 | = | 675.68 | GROUP IV |

* MONEY WEIGHTING FACTOR
** GROUP MONEY WEIGHTING FACTOR
*** UNIT INCENTIVE INCREASE

B. ADMINISTRATORS WILL BE NOTIFIED OF THEIR SALARIES FOR THE COMING YEAR BY JULY 1 IF A FINANCIAL SETTLEMENT HAS BEEN REACHED BY THE GLEN COVE EDUCATIONAL ADMINISTRATORS ASSOCIATION AND THE DISTRICT.

C. RESULTS OF THE RANKINGS AND DIVISIONS OF MONIES WILL BE AVAILABLE FOR INSPECTION IN THE OFFICE OF THE ASSISTANT SUPERINTENDENT.